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IMPACT OF ORGANIZATIONAL COMMITMENT ON BURNOUT: A STUDY AMONG THE EMPLOYEES IN RETAIL SECTOR IN INDIA

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ABSTRACT

Retailing is one of the very important industries in the economy which includes all the activities involved in selling of goods and services to the final consumers for their personal and non-business uses. The Indian retail sector is the fifth largest sector and second largest consumer market in the world. The employees whose jobs are related with human interaction are exposed to burnout. The burnout has its negative impact on productivity, job satisfaction and commitment. The organizational commitment is one of the important factor influencing burnout. The present study is conducted to find out the impact of the organizational commitment on the burnout of the employees working in retail sector. The sample of 107 is collected to respond on two standardized questionnaires i.e. organizational commitment and job burnout. The results of the study revealed that organizational commitment is inversely related to burnout. Across the dimension's affective commitment and continuance commitment is inversely related to burnout but normative commitment is not having significant relationship with burnout. The emotional exhaustion and depersonalization dimensions of burnout are inversely related to organizational commitment but personal achievement is positively related with organizational commitment. The normative commitment dimension of organizational commitment is not having significant relationship with the overall burnout and all the three dimensions of burnout viz. emotional exhaustion, depersonalization and personal achievement dimensions.

KEYWORDS

affective commitment, continuous commitment, normative commitment, burnout, retail sector.

INTRODUCTION

With high pace of globalization an increase in competition has led to stress among employees. To sustain themselves in this competitive world organizations maximize their productivity by putting extra stress on their employees. This led to burnout and lower down the level of organizational commitment. The Indian retail industry is the fifth largest sector and second largest consumer market in the world (Kamal and Kumar 2011). The retail sector in India is considered as one of the pillars of the economy, which contributes 10 percent to the country's GDP and 8 percent of employment opportunity. The total retail market size is US\$ 490 billion in 2013 which is expected to increase up to US\$ 950 billion by 2018. Indian retail sector comprises of both organized retailing (Modern retailing) and unorganized retailing (Traditional retailing). In 2012-13, 8 percent of Indian retail sector was constituted by organized retail sector and remaining 92 percent by unorganized retailing. The Indian retail industry is predominantly consisting of small independent and owner managed shops. There are around 15 million retail outlets in India apart from an accounted number of low cost kiosks and push cart or mobile vendors. As this sector is based on customer satisfaction it puts more pressure on employees to satisfy the needs of the customer they serve (ibef, 2015). With the rise of international players and a change in the expenditure pattern of the customers, retailing is gaining ground. Retailing activity mainly involves the buying of products from the wholesaler and selling them directly to the final consumers. Thus the success of this industry largely depends on its customers and employees. This sector intends to provide good quality products and services to increase their customer base. In retail industry, employees are internal customers who work together to attain a required sales target. They are the one who act as pillars and provide support to the retail industry. In today's environment the growing retail markets have a tremendous potential to heighten the competition to a new level (Mishra, 2009).

ORGANIZATIONAL COMMITMENT

In the recent years, organizational commitment has emerged a subject of significant importance as it leads to an emotional affection of the employee to the organization. The measure of organizational commitment yields the thinking and feeling of employee towards his organization which can lead to make decisions for making organization a comfortable place for working. Organizational commitment is defined as a degree to which a person identifies himself or herself with the organization and its goals (Stinglhamber et al. 2002). Organizational commitment is the employee's psychological attachment to the organization namely, the commitment to the entire organization as the employee perceived it (Morrow, 1993) and the organization support for the employee (Whitener, 2001). Bateman and Strasser (1984) defined organizational commitment as employee's loyalty to the organization, and aspire to preserve membership. Organizational commitment refers to the attitude towards the organization. This attitude is a psychological bond in the relationship between an employee and the organization that affects the degree to which the individual identifies with the goals and values of the organization, exerts effort to achieve organizational goals, and desires to remain in the organization (Sheldon 1971); Sivarajasingam et al. (2002). Organizational commitment identified by Meyer and Allen (1997) as having three models viz. affective commitment, continuance commitment and normative commitment. Affective commitment is defined as employee's psychological attachment and involvement to the organization. Continuance commitment is associated with the costs relevant to leaving the organization as employee's feelings to be dependent on the organization. Normative commitment is seen as perceived obligation to remain with the organization. Organizational commitment has been studied by various researchers as a variable to increase performance of the employee in the field of organizational behaviour. It was taken as "the strength of an individual's identification with and involvement in a particular organization, characterized by a strong belief in an acceptance of an organization's goals and values; a willingness to exert considerable effort on behalf of the organization; and a definite desire to maintain organizational membership" (Porter, et al., 1974; Cook and Wall, 1980). Becker (1960) identified organizational commitment as "the tendency to engage in consistent lines of activity, such as intent to stay in the organization if they willingly continue with the organization and devote considerable effort to achieving its goals". The three essential components related to the definitions of organizational commitment have been found affective, continuance, and normative (Allen and Meyer, 1990, 1996; Greenberg, 2005; Karasch, 2003; Turner and Chelladurai, 2005). Affective commitment referred as "a positive affection toward the organization, reflected in a desire to see the organization succeed in its goals and a feeling of pride at being part of the organization" (Cohen, 2003). Continuance commitment identified as "an individual's awareness of the costs of leaving the organization" (Meyer et al 1993). It is the experience one has given to the organization and felt while working in the organization. Wiener and Gechman (1977) attributed normative commitment to the organization as a result of a socialization process that individuals experience as a member of the family during their growing years.

BURNOUT

Maslach (1982) defined burnout as "a syndrome of emotional exhaustion, depersonalization and reduced personal accomplishment" that can occur among individuals who do 'people work' of some kind such as social work, counselling or nursing. It is related to measures of psychological and physiological strain, helplessness, and appraisals of performance (Lee and Ashforth, 1996). The nature of work is considered an important cause of burnout (Maslach and Jackson, 1981); as jobs involving greater physical exertion lead to higher burnout (Trinkoff, et al., 2003). Employees having high level of emotional involvement while dealing with

customers contributed to burnout (Leiter and Maslach, 1988). Apart from these factors individual factors of health, attitude and personality led to burnout (Beasley et al 2003). According to Maslach (1999) job factors are a bigger cause of burnout as compared to personality characteristics. Maslach et al (1993) identified three dimensions of burnout viz. emotional exhaustion, depersonalization, and reduced personal accomplishment and described it as primary symptoms of burnout. Emotional exhaustion referred to "the energy depletion or draining of emotional resources and is characterized by mental, emotional and physical fatigue". The second component is depersonalization referred as "negative, cynical attitudes toward the recipient of one's services and is characterized as a dysfunctional kind of detached concern" (Maslach, et al., 1996) representing feelings of unresponsiveness in relation to the job. Reduced personal accomplishment or reduced efficacy referred as "feelings of incompetence, reduced ability to do the job, and a lack of accomplishment" often accompanied by a sense of poor self-esteem and ineptitude (Maslach, 1993). Burnout seems to be correlated with various self-reported indices of personal distress, including physical exhaustion, insomnia, depression, turnover, and unproductive work behaviours (Maslach and Jackson, 1981).

REVIEW OF LITERATURE

Organizational commitment and job burnout have received considerable attention and research has been done on them as independent variables but the relation between the two has received scant attention (Begley and Czajka, 1993). Organizational commitment protected the individual from negative outcomes experienced at work because those individuals who were committed to the organization have connected more closely to the individuals at work and found meaning of their work (Kobasa, 1982; Antosnovsky, 1979).

Organizational commitment served as a protective factor from negative health outcomes and decreased the negative effects of stressors on burnout (Schmidt, 2007). Günes et al (2009) by using MBI found a negative relation between job burnout levels and organizational commitments of employees. In their study, Marmaya et al. (2011) found that the affective commitment dimension of organizational commitment was the only one that affects job burnout. Chuo (2003) and Basami et al. (2013) studied the relationship between organizational commitment and job burnout found that normative commitment is a better predictor of job burnout in comparison with affective and continuance commitments. In addition, normative commitment played an important role in contributing to burnout. In their study (Halbesleben et al. 2004) found that increase in organizational commitment level of employees and involvement in the issues related to the organization decreased their chances of affliction with burnout.

Kalliath et al. 1998) in their study found that the low levels of organizational commitment influence job burnout in hospital employees. King and Sethi (1997) found that organizational commitment has a moderating effect on the relationship between stress and job burnout. Tan and Akhtar (1998) found that when age, tenure, organizational level, and work perceptions of Chinese employees were controlled, organizational commitment had a significant effect on experienced job burnout. Wright and Hobfoll (2004) found that organizational commitment has an effect on every dimension of job burnout. Burnout can lead to deterioration in the quality of service that is provided by the staff. Salahan et al, (2012) found that at the organizational level, the most important manifestations of burnout are lack of job satisfaction and organizational commitment. Ketchand and Strawser (2001) in their study found that organisational commitment had been identified to have significant relationships with job satisfaction, job involvement, stress, occupational commitment, and motivation. Mathieu and Zajac, (1990) found that employees having high level of organizational commitment experienced greater stress than those who are having low level of organizational commitment.

Nagar (2012) found that persistent stress can lead to decreased employee involvement with the job, decreased organizational commitment and decreased level of job satisfaction in her research on university teachers. Usman and Raja (2013) found that the public sector employees showed no stress in them related to the job and its counterparts, whereas, the employees of the private sector showed high level of stress in the job. Further, results showed that burnout and detachment in organizational commitment is shown in private sector employees than the public sector employees. Marmaya et al (2011) explored the impact of organizational Commitment (affective, continuous and normative commitment) on burnout among employees in Malaysia and results showed greater amount of stress is experienced by those individuals who have a high degree of commitment to their organization than those who are less committed and affective commitment has a negative relationship with Job Burnout. Yener (2014) explored that factors that impact burnout level of workers, as internal customers in logistics sector in Turkey and results showed that burnout is negatively correlated with job satisfaction and organizational commitment.

Srinivas (2002) explored organisational commitment and job burnout among employees of non-profit organisations and found that no particular relation was found between organizational commitment and stress. Sajid (2014) explored the impact of burnout on organisational commitment among teachers in private and public institutions with moderating effect of job satisfaction and found organisational commitment was negatively affected by burnout. Yasmin and Marzuki (2015) explored the direct effect of organizational commitment on job burnout among nurses and results showed only normative commitment had significant impact on nurses job burnout level.

OBJECTIVES OF THE STUDY

The objectives of the study are to measure the impact demographic variables of organizational commitment and burnout among the employees in retail sector. To study the impact of organisational commitment on burnout of employees of retail sector

HYPOTHESIS

Based on the objectives of the study following hypothesis were made for the research:

H1:- There is no significant difference between the demographic variables of the employees with regards to organisational commitment and burnout of employees of retail Sector.

H2:- There is a significant inverse relation between organisational commitment and burnout of the retail employees.

RESEARCH DESIGN AND METHODOLOGY

The purpose of the study is to determine the relationship between organizational commitment and burnout among employees working in retail sector in India. Since there is no academic study about organizational commitment and burnout that cover retail sector, this study can be considered as an exploratory research. A self-administered questionnaire was distributed in retail stores with the help of the contact person in each store. The snowball sampling technique was administered to collect the data. The research measured organizational commitment through scale adapted from Meyer and Allen (1993). The questionnaire seeks information on the organizational commitment of the employees in retail stores. The 18 items are based on the three dimensions namely the affective commitment, continuance commitment and normative commitment. All the 18 items are scored on a 5 point Likert scale with 1= strongly disagree to 5= strongly agree. The alpha coefficient is .702, suggesting that the items have relatively high internal consistency as reliability coefficient of .702 or higher is considered acceptable. The job burnout was measured through scale adapted from Maslach Burnout Inventory (MBI) (2007). The questionnaire seeks information on job burnout of the retail employees. The 22 items were based on the three dimensions namely the emotional exhaustion, depersonalization and personal accomplishment. All these items were scored scale namely Never = 0, A few times a year or less = 1, Once a month = 2, A few times a month = 3, Once a Week =4, A few times a week =5, Every day = 6. The alpha coefficient is .713, suggesting that the items have relatively high internal consistency as reliability coefficient of .702 or higher is considered acceptable. A sample size of 107 was taken from different retail companies in northern India.

ANALYSIS OF RESULTS

The difference among the gender and marital status was measured by administering t-test and results showed no significant difference ($p > .05$) among the employees across gender and marital status with regard to organizational commitment and burnout (Table 1).

TABLE 1: INDEPENDENT SAMPLES TEST

		Levene's Test for Equality of Variances		t-test for Equality of Means						
		F	Sig.	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	95% Confidence Interval of the Difference	
									Lower	Upper
commtment	Equal variances assumed	2.217	.140	1.081	102	.282	.06532	.06044	-.05456	.18521
	Equal variances not assumed			1.092	101.148	.278	.06532	.05984	-.05339	.18403
mnbo	Equal variances assumed	1.387	.242	-1.615	102	.109	-.18713	.11586	-.41694	.04268
	Equal variances not assumed			-1.584	88.394	.117	-.18713	.11816	-.42193	.04767

The difference among the level of management was measured by administering ANOVA and results showed there is significant difference ($p < .05$) among the employees across level of management with regard to organizational commitment and burnout (Table 2). The mean score shows that employees at senior level are more committed and employees at lower level of management are more burnout.

TABLE 2: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
commtment	Between Groups	1.474	2	.737	9.234	.000
	Within Groups	8.301	104	.080		
	Total	9.775	106			
mnbo	Between Groups	4.029	2	2.015	5.996	.003
	Within Groups	34.939	104	.336		
	Total	38.968	106			

The difference across the education was measured by administering ANOVA and results showed there is significant difference ($p < .05$) among the employees across education with regard to organizational commitment and burnout (Table 3). The mean score shows that employees at post graduation level are more committed and employees at under graduation level are more burnout.

TABLE 3: ANOVA

		Sum of Squares	df	Mean Square	F	Sig.
commtment	Between Groups	2.330	3	.777	10.743	.000
	Within Groups	7.445	103	.072		
	Total	9.775	106			
mnbo	Between Groups	4.253	3	1.418	4.206	.008
	Within Groups	34.715	103	.337		
	Total	38.968	106			

Thus the hypothesis H1 is partially accepted as there is significant difference for level of management and academic qualification but no significant difference exists for age and gender across organizational commitment and burnout among employees working in retail sector.

To measure the relationship among organizational commitment and burnout across their dimensions Pearson correlation is administered (Table 4).

TABLE 4: CORRELATIONS

		commtment	mnbo	affectivecommittment	continuancecommittment	normativecommittment	mnboee	mnboapa	mnboape
commtment	Pearson Correlation	1							
	Sig. (2-tailed)								
mnbo	Pearson Correlation	-.265**	1						
	Sig. (2-tailed)	.006							
affectivecommittment	Pearson Correlation	.882**	-.302**	1					
	Sig. (2-tailed)	.000	.002						
continuancecommittment	Pearson Correlation	.882**	-.302**	1.000**	1				
	Sig. (2-tailed)	.000	.002	0.000					
normativecommittment	Pearson Correlation	.520**	.032	.308**	.308**	1			
	Sig. (2-tailed)	.000	.740	.001	.001				
mnboee	Pearson Correlation	-.353**	.865**	-.381**	-.381**	-.049	1		
	Sig. (2-tailed)	.000	.000	.000	.000	.614			
mnboapa	Pearson Correlation	.294**	.197*	.304**	.304**	.154	-.172	1	
	Sig. (2-tailed)	.002	.042	.001	.001	.113	.076		
mnboape	Pearson Correlation	-.310**	.671**	-.359**	-.359**	.009	.482**	-.235*	1
	Sig. (2-tailed)	.001	.000	.000	.000	.927	.000	.015	
N		107	107	107	107	107	107	107	107

** . Correlation is significant at the 0.01 level (2-tailed).

* . Correlation is significant at the 0.05 level (2-tailed).

The results showed that overall organizational commitment is inversely related to burnout ($p < .05$). Across the dimension's affective commitment and continuance commitment is inversely related to burnout but normative commitment is not having significant relationship ($p > .05$) with burnout. The emotional exhaustion and depersonalization dimensions of burnout are inversely related to organizational commitment ($p < .05$) but personal achievement is positively related with organizational commitment. The normative commitment dimension of organizational commitment is not having significant relationship with the overall burnout and all the three dimensions of burnout viz. emotional exhaustion, depersonalization and personal achievement dimensions ($p > .05$). Thus hypotheses H2 is accepted i.e. there is a significant inverse relation between organisational commitment and burnout of the retail employees.

To measure the impact of organizational commitment on burnout, regression analysis was administered (Table 5).

TABLE 5: MODEL SUMMARY

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.265 ^a	.070	.061	.58747	.070	7.912	1	105	.006

a. Predictors: (Constant), commitment

The table 5 shows the model summary and overall fit statistics. It was found that the adjusted R^2 of this model is 0.06 with the $R^2=0.070$ that means the linear regression explains 7% of the variance in the data. Thus organizational commitment has 7% impact on burnout. Thus it is interpreted that organizational commitment is having no impact on burnout among the employees.

CONCLUSION AND RECOMMENDATIONS

The present study examined the relationship between organizational commitment and burnout in Indian retail sector. The results of Pearson correlation showed there is significant inverse relation among the variables and the hypothesis was accepted. However, with respect to demographic variables p-value were partially significant suggesting there is no significant difference among the employees with respect to gender and marital status, and significant difference existed across level of management and educational qualification in relation to organizational commitment and burnout. Thus, it can be said that organizational commitment is inversely related to burnout. The results are supported by the work done by Nagar (2012) that found that persistent stress can lead to decreased employee involvement with the job, decreased organizational commitment and decreased level of job satisfaction. The result confirmed the study of Kalliath et al (1998) that found that the low levels of organizational commitment influence job burnout in hospital employees. The result confirmed the study of King and Sethi (1997) that found that organizational commitment has a moderating effect on the relationship between stress and job burnout. The study was carried out with limited samples i.e. a total of 107 in number. An increase in the samples included in the research would have yielded better results. The study was limited in scope in the sense that the study was restricted only to one sector i.e. retail sector in northern India, it did not take into account the other sectors of the economy apart from the retail sector. Also, the participants were conveniently sampled based on easy accessibility and the employment of a cross-sectional design did not allow the establishment of causal direction of relationships between organizational commitment and burnout.

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